

**To:** White, Elizabeth[white.elizabeth@epa.gov]; Minoli, Kevin[Minoli.Kevin@epa.gov]; Darwin, Henry[darwin.henry@epa.gov]  
**Cc:** Vizian, Donna[Vizian.Donna@epa.gov]  
**From:** Flynn, Mike  
**Sent:** Mon 12/11/2017 5:43:44 PM  
**Subject:** RE: FOIA Request for the Employee Survey on Efficiencies

## Ex. 5 - Deliberative Process

Thanks, Mike

*Mike Flynn*

*Acting Deputy Administrator*

*U.S. Environmental Protection Agency*

*202-564-4711*

**From:** White, Elizabeth  
**Sent:** Monday, December 11, 2017 10:25 AM  
**To:** Minoli, Kevin <Minoli.Kevin@epa.gov>; Flynn, Mike <Flynn.Mike@epa.gov>; Darwin, Henry <darwin.henry@epa.gov>  
**Subject:** RE: FOIA Request for the Employee Survey on Efficiencies

Henry and Mike - Is there something I can do to facilitate this?

**Beth White**

Director, Office of the Executive Secretariat

U.S. Environmental Protection Agency

(202) 564-1781 direct

Ex. 6 - Personal Privacy cell

**From:** Minoli, Kevin  
**Sent:** Sunday, December 10, 2017 5:16 PM  
**To:** Flynn, Mike <[Flynn.Mike@epa.gov](mailto:Flynn.Mike@epa.gov)>; Darwin, Henry <[darwin.henry@epa.gov](mailto:darwin.henry@epa.gov)>  
**Cc:** White, Elizabeth <[white.elizabeth@epa.gov](mailto:white.elizabeth@epa.gov)>  
**Subject:** Fwd: FOIA Request for the Employee Survey on Efficiencies

Hi Mike and Henry- Reporters and litigants have singled out conversations with my employees in articles and court filings. When we are in litigation or are in the middle of processing the request, I tell my folks that is just part of the job.

**Ex. 5 - Deliberative Process**

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If there is anything I or my office can do to help facilitate the response to this request, please do just let us know.

Thank you, Kevin

Kevin S. Minoli  
Acting General Counsel  
Office of General Counsel  
US Environmental Protection Agency  
Main Office Line: 202-564-8040

Begin forwarded message:

**From:** "Minoli, Kevin" <[Minoli.Kevin@epa.gov](mailto:Minoli.Kevin@epa.gov)>  
**Date:** November 20, 2017 at 12:16:34 PM EST  
**To:** "Darwin, Henry" <[darwin.henry@epa.gov](mailto:darwin.henry@epa.gov)>, "Flynn, Mike" <[Flynn.Mike@epa.gov](mailto:Flynn.Mike@epa.gov)>  
**Subject:** FOIA Request for the Employee Survey on Efficiencies

Hi Henry and Mike- About six weeks ago I had folks drop what they were doing to prioritize the review and redaction of the employee survey on efficiencies at the request of the AO.

## **Ex. 5 - Deliberative Process**

**Kevin S. Minoli**

**Acting General Counsel**

**Office of General Counsel**

**US Environmental Protection Agency**

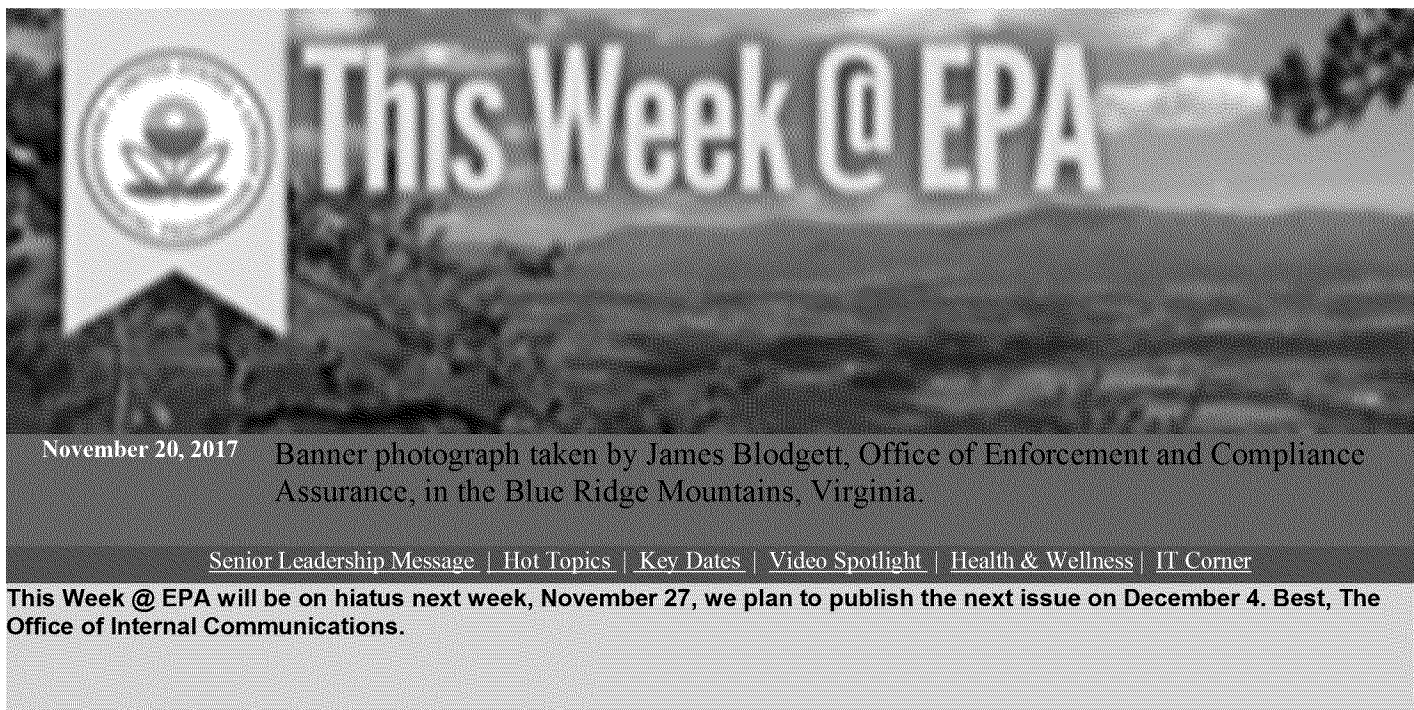
**Main Office Line: 202-564-8040**

**From:** This Week @ EPA

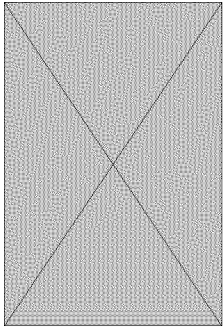
**Sent:** Monday, November 20, 2017 11:15 AM

**To:** This Week @ EPA <[epanews@epa.gov](mailto:epanews@epa.gov)>

**Subject:** This Week @ EPA - November 20, 2017



## **Senior Leadership Message**



Colleagues,

Since my [July message in This Week @ EPA](#), we have launched the effort to establish the **EPA Lean Management System (ELMS)**. At its core, ELMS involves:

- ☐ ☐ ☐ ☐ ☐ ☐ Measuring what matters and setting targets;
- ☐ ☐ ☐ ☐ ☐ ☐ Visually tracking performance against targets and identifying gaps between our targets and actual results; and
- ☐ ☐ ☐ ☐ ☐ ☐ Using countermeasures to close the gaps when we're not meeting targets.

Measurement is essential to understanding how well we are carrying out our mission. On Oct. 4, Administrator Pruitt released [EPA's FY 2018-2022 Draft Strategic Plan](#) and [strategic measures](#). In addition to proposing aggressive targets for the strategic measures in the Draft Strategic Plan, your senior leaders are developing **mission measures** to reflect what our customers value and what the American taxpayers expect. We will track our progress on both sets of measures and resolve problems preventing us from meeting our targets.

I am assembling a team to deploy ELMS. The first two members of the team are Serena McIlwain, who is serving as EPA's Performance Improvement Officer, and Kevin DeBell, who is my Special Assistant. I am also establishing an Office of Continuous Improvement to support this effort.

To keep you informed of our work, we have developed an [ELMS Intranet site](#). I encourage you to check out the site now and refer to it often, since it serves as a central point of information on ELMS. We plan to continually improve the site, and you can assist us by using the site's feedback box.

The success of ELMS depends on each of us. Together, we will solve the challenges we face, promote accountability without blame, and sustain the process improvements we make. I look forward to working more closely with all of you to deliver EPA's critically important mission.

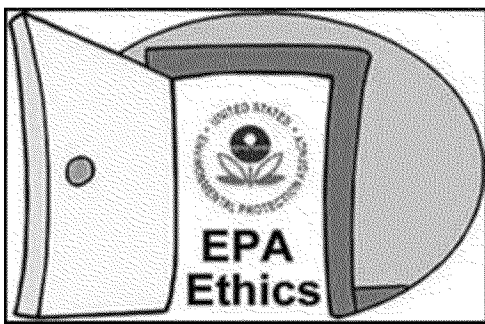
Read the [full version of this message](#).

Henry Darwin

Assistant Deputy Administrator and Chief of Operations

## Hot Topics

**2017 Annual Ethics Training now available**

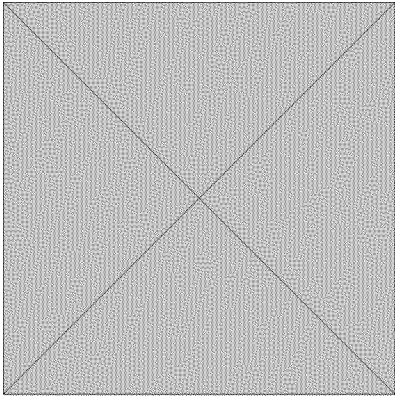


All EPA employees have a duty to understand our ethical obligations. This year's course -- "Follow the Money -- Gifts and Travel" -- examines ethics considerations related to...you guessed it: gifts and travel! You'll get a brief overview of your federal ethics requirements and then dive into do's and don'ts of giving and receiving gifts, including the gift of travel.

While all employees are encouraged to complete the annual ethics training, employees who file financial disclosure reports (the OGE-278 or the OGE-450) are **required** to take it. Why should they have all the fun, though? Ethics is for everyone!

Take your [2017 Annual Ethics Training](#) today. [The deadline for completion is Dec. 31, 2017.](#)

**CFC Giving Tuesday is Nov. 28**



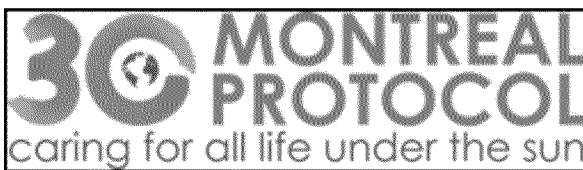
Be a part of a federal employee giving wave on Nov. 28 – Giving Tuesday. Each year since 2012, Giving Tuesday has been celebrated on the Tuesday after Thanksgiving as a global day of giving fueled by social media. This annual day, dedicated to making a difference in the lives of others, marks the start of the charitable giving season. During this time for giving thanks, #GivingTuesday is an opportunity to help those who are less fortunate.

#### How to get involved:

- Give online at [www.opm.gov/showsomalovecfc](http://www.opm.gov/showsomalovecfc). For more information about the CFC, reasons for donating, and how to donate, go to [EPA's 2017 CFC intranet page](#).
- Join the giving movement by following along with #GivingTuesday on social media.
- Plan and take part in unique ways at various EPA CFC events next week to show thanks and celebrate the opportunity to give.
- Generate engagement through seasonal activities like a pie-baking contest, or host a Thanksgiving-themed potluck.

Let's show the country the generosity of federal employees by making #GivingTuesday the biggest one-day pledge total during the entire campaign.

#### **Montreal Protocol 30th anniversary**

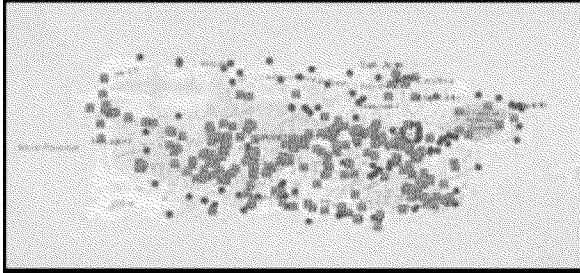


This year marks the 30th anniversary of the *Montreal Protocol on Substances that Deplete the Ozone Layer*, an international agreement focused on healing the ozone layer and protecting the planet from harmful ultraviolet radiation. All 197 ratifiers of the treaty (196 states and the European Union) have cooperated to substantially reduce the use of over 100 harmful ozone-depleting substances, including refrigerants and aerosol propellants known as chlorofluorocarbons (CFCs) and hydrochlorofluorocarbons (HCFCs).



The United States has achieved – and exceeded – its Montreal Protocol targets through a "worst-first" approach which focuses first on those chemicals that have the highest ozone depletion potentials. Together, EPA and other government agencies, industries, trade associations, and environmental organizations have worked to meet phase-out targets, develop transition plans away from ozone-depleting substances, and identify acceptable alternatives.

This week, representatives from around the world meet in Montreal to continue working on the Montreal Protocol and celebrate 30 years of progress and achievements. As a partner, the United States alone will avoid more than 280 million cases of skin cancer and over 1.5 million skin cancer deaths by phasing out all ozone-depleting substances by 2030. Montreal Protocol participants expect the ozone layer to recover by mid-century. **Story map highlights EPA's response to Hurricane Maria**



EPA continues to help Puerto Rico and the U.S. Virgin Islands recover from damage caused by Hurricane Maria. EPA's response includes informing communities of the many health and environmental hazards they face after a hurricane, sampling drinking water and wastewater systems, and assessing Superfund sites.

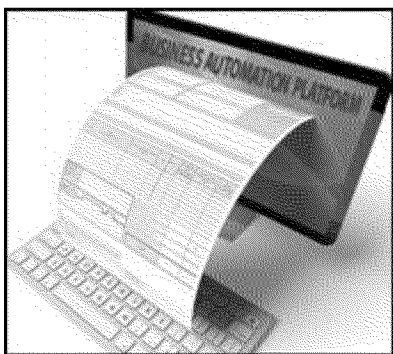
EPA's response to Hurricane Maria is highlighted in a [story map](#), which brings the agency's response to life through maps and text. This story map presents information on several components of the response effort, including:

- [Coordination of EPA's response](#), which is managed by Region 2, through the Regional Emergency Operations Center;
- [Community outreach](#);
- [Assessment of facilities permitted under five different federal programs](#);
- [Sampling of drinking water and wastewater systems](#); and
- [Debris management](#).

Many thanks to the following team members who helped to develop the story map:

- [REDACTED] Grace Smith (Region 2) – Chief, Information Management Section
- [REDACTED] Chris Jimenez (Region 2) – Deputy Regional Incident Coordinator for Puerto Rico Operations
- [REDACTED] Gary Lipson (Region 1) – Assistant Deputy Regional Incident Coordinator for Puerto Rico Operations
- [REDACTED] Carsen Mata and Sophia Rini (Region 2) – Assistant Public Information Officers
- [REDACTED] Rusty Harris Bishop (Region 9) – Public Information Officer
- [REDACTED] Michael Hoppe (Region 2), Joe Schaefer (Region 2), and Michael Cofsky (Region 1) – Regional Emergency Operations Center, Data Unit

**New advisory group to ensure BAP projects support agency strategies**



EPA recently established a new executive advisory group (EAG) to help lead and manage the migration of Lotus Notes web forms as well as the development of new forms using the new Business Automation Platform (BAP). Known as the BAP EAG, the group will work to ensure BAP projects align with the priorities and needs of region and program offices throughout the agency.

The group will work to:

1. Review agency business processes undergoing or needing automation;
2. Collaborate to ensure BAP application development is a good solution;
3. Align potential projects with agency needs and priorities;
4. Provide project recommendations to senior leaders; and
5. Implement approved BAP solutions.

EPA is retiring Lotus Notes applications, emails, and web forms by the end of the calendar year. As part of the



effort, Lotus Notes forms are migrating to different platforms based on organizational needs and plans of the form owners. Some owners have migrated forms to the [Business Automation Platform](#), while others are transitioning their forms to SharePoint or FormSmart. In some cases, owners have discontinued the use of a form entirely.

If you have a project that you'd like to submit to the BAP, contact [BAP-Request@epa.gov](mailto:BAP-Request@epa.gov) or visit the [Business Automation Platform Community](#) SharePoint page

**Thanks to EMS: No kidding, these goats are great for overgrowth**



In an effort to transform its property into a more attractive habitat for pollinators, the Office of Research and Development's Atlantic Ecology Division (AED) in Narragansett, was looking for a way to thin overgrown areas. Working through their [environmental management system \(EMS\)](#), AED identified different options, assessed the environmental impacts associated with each one, and selected an approach that advanced multiple environmental objectives at once.

During the summers of 2016 and 2017, the AED invited goats from a local micro-farm to munch their way through the facility's overgrowth. The goats safely removed poison ivy and other noxious plants, protecting pollinator habitat from invasive species, creating space for new pollinator-friendly species, and clearing vegetation for ground-nesting pollinators. By using goats rather than conventional gas-powered machinery, EPA was able to clear the area without releasing emissions into the environment or applying herbicides.

Having an EMS helped facility representatives "see the whole picture" and ensure that they were thinking about all aspects of the environment when developing this plan. Learn more about how EMSs are helping EPA facilities improve their efficiency and reduce the agency's environmental footprint by visiting the [Environmental Management System](#) intranet site.

**Key Dates**

**Video Spotlight**



Click on each event below to get more details.

Click on the “Add to Calendar” button to add an event to your Outlook calendar.

If you see a log-in screen, please click on your EPA email, or if prompted, enter your email and network password.

#### Happening this week:



#### Coming soon:

**Nov. 28:** [CFC Giving Tuesday](#) 

**Nov. 28:** [Bloomberg BNA Training: Environment & Energy Report](#)



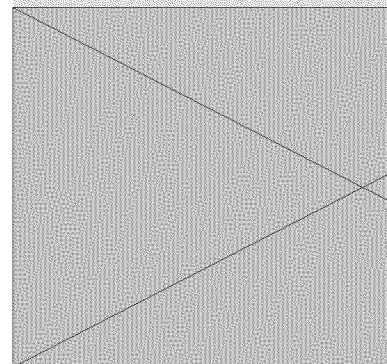
**Nov. 28:** [W3C WCAG 2.0 Resources](#) 

**Dec. 5:** [CFC International Volunteer Day](#) 

**Dec. 7:** [Lean Overview](#) 

#### How to Build a Firewood Storage Shed

This video demonstrates how to build a firewood storage shed to properly store and dry firewood. It's simple to build, using mostly straight cuts, no mitered corners or joints. The shed holds about one cord of wood, i.e., 4 feet by 4 feet by 8 feet. The cost of materials for the shed are about \$250 and it takes two people about 5 hours to build. Learn more about the [Bur](#) [Wise program](#) on their site.



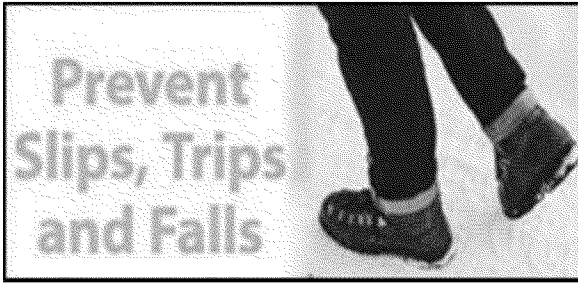
Total time: 5:44

## Health & Wellness

**Prevent slips, trips, and falls this winter**

## IT Corner

**Think you can take on the OneDrive challenge?**



on data reported by EPA employees, slips, trips, and falls make up the number one category of work-related injuries and illnesses at the agency.

During the winter, icy and snowy weather can create additional hazards. Consider these tips to prevent slips, trips, and falls at work:

- ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ Wear sturdy footwear appropriate for the weather.
- ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ Clean up office clutter and properly store computer cords.
- ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ Report spills and water or ice tracked into walkways right away.
- ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ Pay attention while walking and avoid multitasking (e.g., using cellphones).

If you suffer an injury or illness at work, report it to your supervisor and the program manager for the [Safety, Health and Environmental Management Program](#), or call the EPA Injury and Illness Reporting Hotline at (877) 301-SAFE (7233). For more information, visit the [Physical Hazards in the Office](#) intranet site.



EPA's Office 365 Customer Adoption Team is launching a series of challenges aimed at helping you begin using OneDrive, if you haven't already.

OneDrive is a personal document library where you can store your work files. The series of three challenges will help walk you through adding OneDrive to your EPA-issued computer, moving files from your Desktop or Documents folder to OneDrive, and sharing a document from OneDrive with a colleague.

- ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ [Challenge 1: Sync Challenge](#) (Nov. 27-Dec. 1)
- ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ [Challenge 2: Desktop to OneDrive Challenge](#) (Dec. 4-8)
- ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ [Challenge 3: Share Challenge](#) (Dec. 11-15)

Completing each challenge will enter you in a raffle. If your name is drawn, you receive bragging rights and an award from the friendly Office 365 Customer Adoption Team.

Be sure to also watch the [Top 5 Reasons to Use OneDrive](#) video or visit the new [OneDrive intranet page](#).

We would love to hear your feedback about this newsletter. Please contact us at: [internalcomms@epa.gov](mailto:internalcomms@epa.gov) | <http://intranet.epa.gov/internalcomms>

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